

CHAPTER D-1

QUALITY MANAGEMENT EVALUATION AND USE OF NEW DESIGN TOOLS

1. Purpose. The purpose of this memorandum is to define Engineering Division's expectations regarding manager's use of new and innovative processes to improve the design process quality, execution, and cost control, as well as initiatives to address issues of customer satisfaction.
2. Applicability. In conformance with ER 1110-1-12, Engineering and Design, Quality Management, Engineering Division is developing and maintaining a Quality Management Plan (QMP) to define and document procedures and tools to be used in producing the design product and other services to our customers. It is applicable to all managers within the division.
3. References. Paragraph 7 of the QMP discusses quality enhancement tools. A list of some of the tools currently in use is contained in Appendix D of ER 1110-1-12.
4. Responsibilities. Engineering Division is committed to keeping its capability current with the state of the art and professional practice. To this end, managers are expected to remain aware of evolving processes, tools and techniques in their respective disciplines. Managers are also expected to create an atmosphere where employees are also seeking new and better tools to complete the job.
5. Procedures. In a constantly changing and increasingly competitive work environment, customer satisfaction and product quality can best be maintained or improved by the balanced application of proven processes and techniques coupled with a willingness to constantly seek better ways of doing business. A major component of this is to remain abreast of current and evolving technology and new design and management techniques. Ideas with promise shall be evaluated and implemented. Where financial commitment or significant manpower is involved, proposed changes shall be elevated to Chief or Assistant Chief, Engineering Division for evaluation and approval prior to committing resources.
6. Funding. To the maximum extent possible, Engineering Division will strive to fund actions necessary to keep capabilities at the forefront of current practice. This will include funding professional publications, attendance at professional conferences, and acquisition of equipment such as: new hardware and software, field survey and exploration systems, where demonstrated to be cost effective.

In summary, managers should foster innovation and include the maintenance of a state of the art capability as a primary part of their responsibilities.